

# MANAGING FOR RESULTS STRATEGIC COORDINATOR NEWSLETTER

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## Maricopa County's Strategic Plan: Achieving Great Results for Our Citizens

By David Smith,  
County Manager

In June, the Board of Supervisors approved a new strategic plan for Maricopa County. The plan contains the County's mission and vision statements and a set of strategic priorities and goals that establish a roadmap of what we aspire for the County to achieve over the next 3-5 years.

This new plan replaces the prior County plan that was established in 2001. Looking back over the past four years, the County made great strides in addressing the priorities of that plan, including: constructing two new adult detention facilities and two new juvenile detention facilities, developing the regional human services campus, providing \$5 million in funding to support the T-Gen project, reducing the overall property tax rate from \$1.57 per \$100 of assessed value in FY 2001 to \$1.47 in FY 2005, purchasing Spur Cross, spending \$255 million in capital improvement projects for roads and bridges in the County, creating the special health district, creating a regional trails master plan, and much, much more.



Building on those accomplishments, our plan for the future focuses on ensuring safe communities, promoting public health, providing regional leadership, encouraging sustainable development, enhancing our fiscal strength, maintaining a quality workforce, and increasing citizen satisfaction.

Today, more than 80% of county residents are satisfied with the job the County does. Yet, as the population of the County continues to grow, so too will the demand for services. To meet that growing demand, we'll need to expand and explore new and innovative ways of providing services. Our Managing for Results program provides us with the framework to meet those needs, and, by monitoring and assessing current performance, identifying areas in need of process improvements or additional resources, and making funding decisions in a manner that preserves our fiscal integrity, MFR will continue to be an essential element for accomplishing the County's strategic plan.

I would like to thank all of the County's strategic coordinators for the vital role they fulfill in helping us achieve our strategic priorities and goals and acknowledge the hard work they have done and continue to do every day to help us focus on and deliver great results to our citizens.

*David R. Smith*



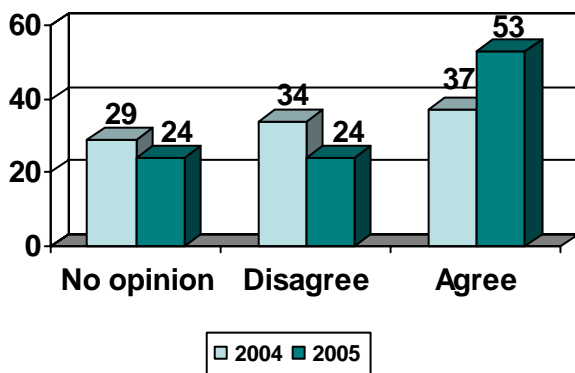
Let other employees know that they can obtain more information about Managing for Results and view prior editions of the Strategic Coordinator Newsletter by visiting the following sites: [cbc.maricopa.gov/MFR](http://cbc.maricopa.gov/MFR) or [www.maricopa.gov/MFR](http://www.maricopa.gov/MFR). For more information about *Managing for Results* contact Tom Brandt at (602) 506-2204 / [brandtt@mail.maricopa.gov](mailto:brandtt@mail.maricopa.gov) or Kirk Jaeger at (602) 506-7104 / [jaegerk@mail.maricopa.gov](mailto:jaegerk@mail.maricopa.gov).

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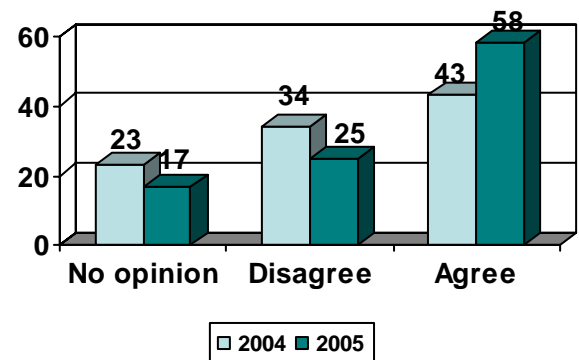
## Scoring MFR: Marked Improvement

The FY 2005 Maricopa County Employee Satisfaction Survey asked employees about their knowledge, awareness and understanding of the County's Managing for Results (MFR) program. The results showed substantial improvement over last year's scores. The biggest gain was in the percentage of employees who said they understood the MFR measures that relate to the activities and/or services they provide, increasing from 37% to 53%. Another sizeable gain occurred in the percentage of employees agreeing that they understood the purpose and overall structure of MFR, increasing from 43% to 58%. The survey results are very encouraging and suggest that the concepts and purpose of MFR continue to take hold across the County. For more information on employee satisfaction survey results, visit: <http://ebc.maricopa.gov/MFR/surveys.asp>

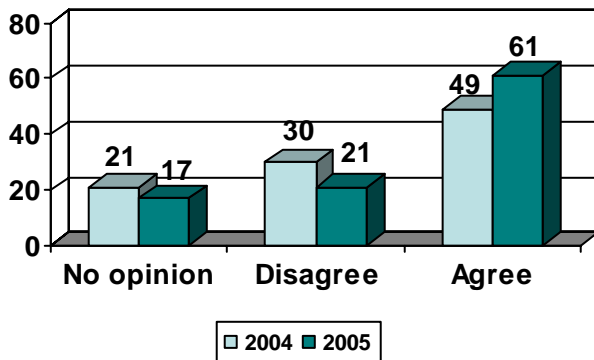
**You understand the MFR measures that relate to the activities and/or services you provide?**



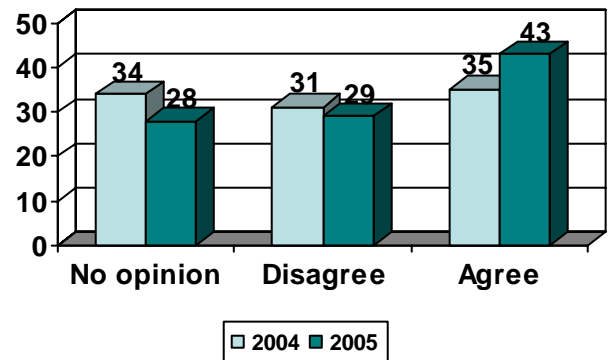
**You understand the purpose and overall structure of Managing for Results?**



**You have been briefed on the County MFR Program?**



**You believe MFR will help increase the effectiveness of your organization?**



Source: FY 2004 and FY 2005 Employee Satisfaction Surveys.

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## Now That County and Departmental Strategic Plans Have Been Submitted, What's Next?



During October, MFR and OMB budget analysts will be reviewing and compiling submissions from County departments for the overall County plan as well as assessing any updates that were submitted to departmental plans. The purpose of the review will be to ensure that the plans meet the MFR criteria outlined in the County's Strategic Planning Resource Guide and to work with departments as necessary to clarify any questions. For the County Plan, the Corporate Review Board will convene to approve the plan submissions and will review and resolve any discrepancies or inconsistencies that may appear across the complete plan. Once approved, the full County plan will serve as the guiding document for the County. Bi-annual performance reports will be prepared to summarize progress toward achievement of stated objectives, goals and priorities of the plan. For departmental plan submissions, these serve as the starting point in the budget development process. OMB budget analysts will work with department budget liaisons to finalize these plans and the corresponding budgets as part of the budget cycle. To view the County plan, visit: [www.maricopa.gov/MFR](http://www.maricopa.gov/MFR).

### FY 2006 MFR Quarterly Measures Reporting Schedule



The MFR Database will be open for quarterly reporting of performance measures data as follows:

- 1st Quarter MFR Data Entry: October 5, 2005 – November 11, 2005
- 2nd Quarter MFR Data Entry: January 4, 2006 – February 10, 2006
- 3rd Quarter MFR Data Entry: April 5, 2006 – May 12, 2006
- 4th Quarter MFR Data Entry: July 5, 2006 – August 11, 2006

## Need Help Ensuring Your Performance Measures are Certified?



Internal Audit has developed a class on performance measures certification that will cover key concepts, definitions, and background information concerning MFR's Performance Measure Certification. This class will show what is needed to achieve a "passing" score on a performance measure audit, which is conducted by the Internal Audit Department.

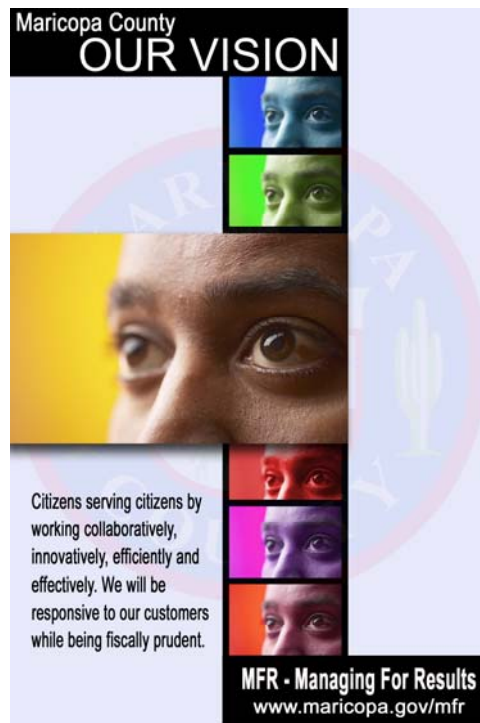
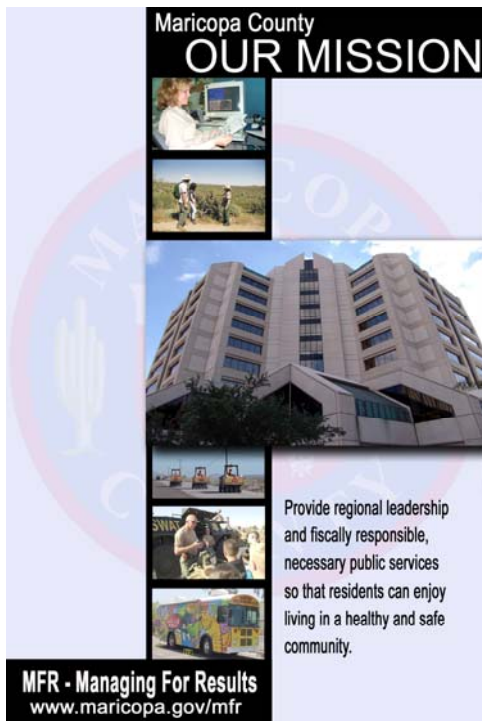
The class will focus on what the reviewers look for as they evaluate performance measures. At the end of this class, participants will be familiar with: performance measure definitions, calculation methods, input controls, process controls, review controls, source documentation requirements, and the certification rating system. Classes are scheduled for November 7, 2005 and February 15, 2006. Sign up today for Course PDV355A.

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## Communicating the County's New Strategic Plan

In order to spread the word about Maricopa County's new Strategic Plan, sets of posters of the new mission, vision and strategic priorities have been distributed and are appearing in County departments. The posters provide a visual introduction to the County's plan and are aimed at increasing employee awareness. In supplemental posters that will be appearing over the next few months, several County employees have been featured with quotes of how they see their work contributing to the overall County plan. These employees were also included in a strategic plan brochure that highlights accomplishments of the prior County plan and summarizes the key aspects of the new plan. The brochure can be viewed at: <http://www.maricopa.gov/MFR/pdf/brochure.pdf>.

If these posters have not yet appeared in your Department, or if you would like copies of the posters or brochures, please contact the MFR team.

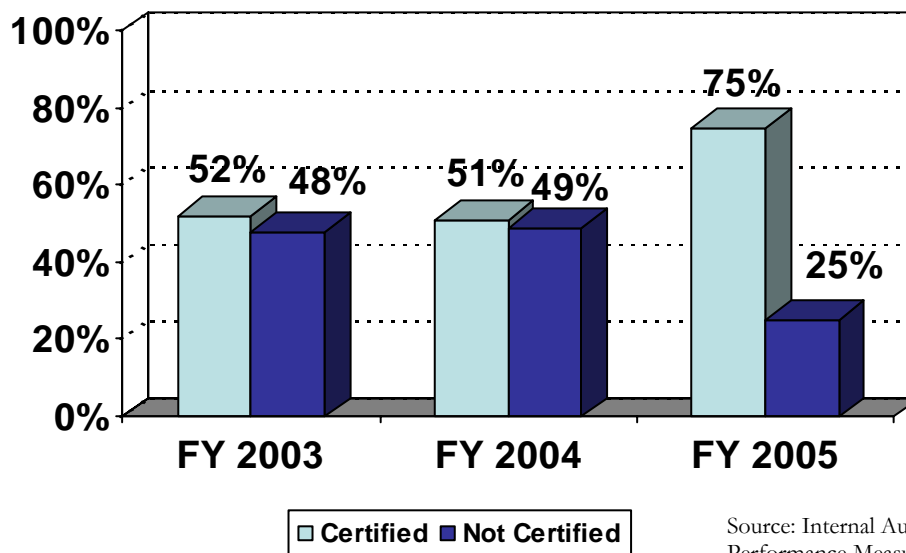


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## Certifiable Improvement in Measures Accuracy

The findings are in – Maricopa County departments are doing a better job of ensuring the accuracy of their MFR data! According to the results of the FY 2005 performance measure certification conducted by Internal Audit, 75% of the 40 measures reviewed were certified, meaning that the reported measurements were accurate and adequate procedures were in place for collecting and reporting performance data. The FY 2005 results reflect a substantial improvement from prior year results when only about 50% of reviewed measures were certified. While measure quality has been improving slightly over the past few years, there is still considerable confusion about the different types of measures – results, outcomes, outputs, etc. As the MFR Team works to enhance knowledge and understanding of performance measures and through classes such as Internal Audit's Performance Measurement Certification class, it is hoped that measure certification results will continue to improve. To view the full performance measures certification report from Internal Audit, visit: [http://www.maricopa.gov/internal\\_audit/pma.aspx](http://www.maricopa.gov/internal_audit/pma.aspx).

**Performance Measure Certification Results**



### Upcoming Fall Strategic Coordinators Meeting

The next quarterly strategic coordinators' meeting is slated for Friday, October 21st, from 8:30 a.m. – 12:00 noon in the Aspen/Birch Training Rooms in the County Administration Building. The purpose of the meeting is to provide information, updates, and a forum for discussion on issues of interest to strategic coordinators. If you'd like more information, please contact the MFR team.

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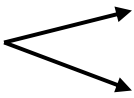
## Maricopa County Abbreviated Strategic Plan at a Glance

### KEY:

Strategic Priority



Strategic Goals



#### **S.P.1 Safe Communities**

- S.P.1.1 Reduce crime rates
- S.P.1.2 Meet growing law enforcement and detention requirements
- S.P.1.3 Integrate national best practices into disaster and emergency management
- S.P.1.4 Equip County to respond to a bioterrorist attack or other massive emergency

#### **S.P.2 Public Health**

- S.P.2.1 Improve public health
- S.P.2.2 Partner with health care providers to address public health issues
- S.P.2.3 Educate the public about healthy lifestyles

#### **S.P.3 Regional Leadership**

- S.P.3.1 Complete transportation projects on-time and within budget
- S.P.3.2 Increase the capacity and the ease of voting
- S.P.3.3 Complete the regional human-services campus
- S.P.3.4 Build partnerships and relationships with all area governments
- S.P.3.5 Promote, expand, and improve County-sponsored programs and activities for young people

#### **S.P.4 Sustainable Development**

- S.P.4.1 Manage development in unincorporated areas
- S.P.4.2 Improve outdoor recreation opportunities and the quality of the environment
- S.P.4.3 Preserve military installations
- S.P.4.4 Reduce energy and water consumption

#### **S.P.5 Fiscal Strength**

- S.P.5.1 Reduce the overall property tax rate
- S.P.5.2 Reduce mandated fixed contributions to the State
- S.P.5.3 Plan for the County's long-range capital infrastructure needs
- S.P.5.4 Generate additional revenues through new contracted commercial ventures

#### **S.P.6 Quality Workforce**

- S.P.6.1 Implement a competitive total compensation package
- S.P.6.2 Promote diversity
- S.P.6.3 Improve employee suggestion and incentive programs

#### **S.P.7 Citizen Satisfaction**

- S.P.7.1 Fully implement Managing for Results
- S.P.7.2 Develop a County-wide IT Strategic Plan
- S.P.7.3 Improve access to County services
- S.P.7.4 Improve performance of county programs
- S.P.7.5 Establish a comprehensive public outreach and communication plan